



DEPARTMENT OF THE AIR FORCE
70th INTELLIGENCE WING (ACC)
FORT GEORGE G. MEADE MARYLAND

15 January 2004

**MEMORANDUM FOR 70TH INTELLIGENCE WING AIRMEN, UNIFORMED
AND CIVILIANS**

FROM: 70 IW/CC
9805 Love Road, Suite 213
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SUBJECT: Concept of Leadership

1. I feel very fortunate to have the opportunity to lead the 70th Intelligence Wing (70 IW) and hope to meet all of you and your families soon. In the meantime, I'm sharing a leadership concept that I'm confident will well serve our extended family of military and civilians, spouses and children. The fundamental premise supporting this concept is that every airman and civilian, regardless of grade, is a leader. By living the values captured in this leadership concept, we'll maintain America's Air Force as the greatest military organization ever assembled.

➔ First and foremost, we are airmen of integrity working together in a Wing that encompasses four continents to keep America strong. America expects two things of its armed forces: (1) to deter war and (2) win wars if deterrence fails. Everything we do should be true to our Oath of Office.

➔ Public law gives commanders and supervisors the authority to lead – this comes from the top down. But respect for leadership must be earned – this comes from the bottom up.

➔ Our success relies on teamwork – the sum of our individual efforts. People get the job done – they are truly our most valuable assets. This maxim must permeate all we undertake.

➔ Leaders create opportunities for our organization to achieve excellence today and in the future. Good order and discipline characterize the environment for success. Therefore, there's no room in our Wing for discrimination – whether based on gender, race, or religion.

➔ Leaders challenge each other to get out in front intellectually, envision the future and then create it. This must be central to all we do. The 70 IW must be a learning organization – one that is continually expanding its capacity to create the future – in an information age characterized by speed and time compression.

➔ Leaders are on duty 24/7. We conduct ourselves in a way that shows we're honored to serve in the greatest military ever known to the world, recognizing that all judge our AF by our appearance, words and deeds. Our armed forces belong to America – we must be responsible

stewards of government resources and never betray the public's trust. Use government resources only to accomplish the mission.

➔ Every element in the Wing is connected to others. Leaders build a vision then empower others to get the job done. Leaders build a team and remain alert to anything that would degrade rather than enhance the team.

➔ The military and government typically recruits individuals – but retains families. Leaders need to see the extended military and civilian family, including spouses and children. Leaders create the conditions for warriors and civilians to achieve balance and grow in both their professional and personal lives.

2. We serve in a very challenging time. I'm pleased to be with you in the 70th Intelligence Wing. Together, we'll continue to make a difference. My wife, Ellen, and I wish you all a very blessed New Year.

FRED W. GORTLER, III, Colonel, USAF
Commander